Advanced Logistics Operations
Course 2-09

Joint Logistics

Lt Col Kris O'Brien
Knowledge-Based Logistics Division
Joint Staff (J-4)
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Why You Need to Stay Awake this Morning…

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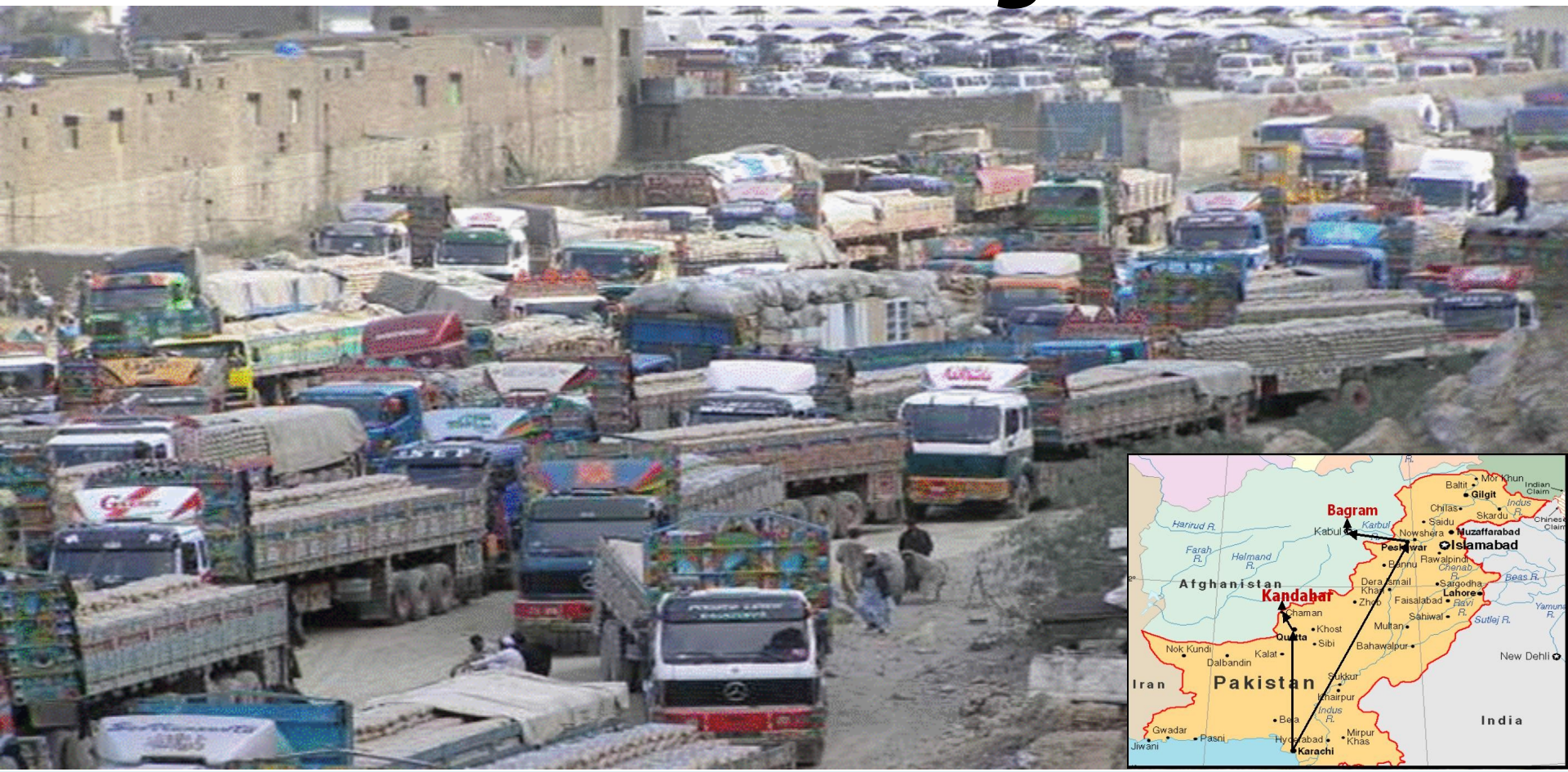

"Everything in war is simple, but the simplest thing is difficult."

Agenda 4

- *The Joint Staff*
- *Joint Logistics*
- *Joint Logisticians*

"The future of national and international security lies in interoperability and cooperation among the Services, the interagency, international partners and non-governmental organizations ."

CJCS Guidance for 2008-2009

CJCS & JCS

The Chairman…

- Senior ranking member
- Principal military adviser
  - ✓ POTUS, SECDEF, NSC, & HSC
- No command authority
  - ✓ Has Title 10 “oversight”
- Responsible for:
  - ✓ Strategic direction & planning
  - ✓ Contingency planning
  - ✓ Advice on requirements, programs & budgets
  - ✓ Joint doctrine, training & education

The Chairman
ADM Michael G. Mullen

The Vice Chairman
Gen James E. Cartwright

Priorities…

1. Increase stability & defend our vital National interests in the broader Middle East
2. Reset, Reconstitute and Revitalize our Armed Forces
3. Deter conflict & be prepared to defeat foes globally by rebalancing our strategic risk

How does the logistics community support these priorities?

J4 Directorate

LTG Kathleen M. Gainey
Joint Chiefs of Staff
Director for Logistics (J4

- **Centers of Excellence**
  - ✓ ***Engineering***
  - ✓ ***Supply***
  - ✓ ***Maintenance***
  - ✓ ***Distribution***
  - ✓ ***Logistics Services & Contract Support***
  - ✓ ***Health Service Support***
- **Core Deliverables**
  - ✓ ***Capabilities***
  - ✓ ***Readiness***
  - ✓ ***Strategy***
  - ✓ ***Knowledge-based Logistics***

Joint Logistics

"The end for which a soldier is recruited, clothed, armed, and trained; the whole objective of his sleeping, eating, drinking, and marching is simply that he should fight at the right place and the right time."

Major-General Carl von Clausewitz,
On War, 1832

Joint Logistics

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What is it?

…coordinated use, synchronization, and sharing of two or more Military Departments' logistic resources to support the joint force…ability to project and sustain a logistically ready joint force through sharing of DOD, interagency and industrial resources…

-Joint Publication 4-0

Why do we need it?

…Services, by themselves, seldom have sufficient capability to independently support the JFC… a complex process compounded by a changing environment…

Joint Logistics Doctrine: JP 4-0

CAPSTONE Document!

logistics
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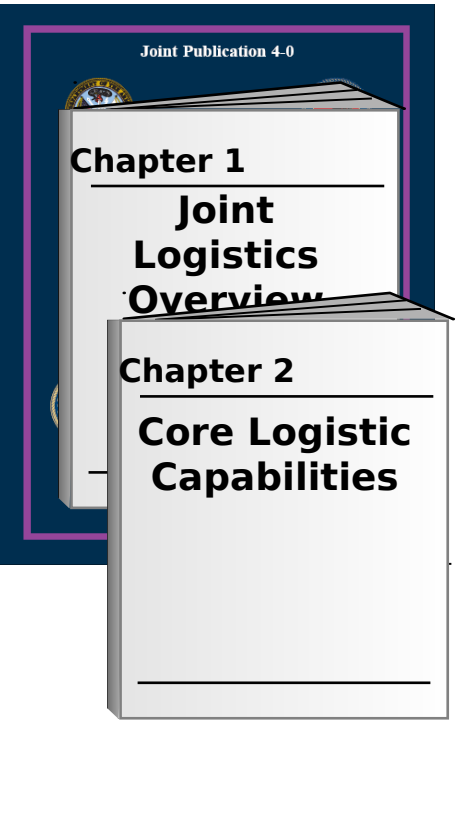

JP 4-0 In Action

"Sustaining Combat Power for the Joint Force Commander"

PLANNING . . .

Requirements, Concept of Support

EXECUTION . . .

Plan vs. Expectation

Controlling. . .

Enables the simultaneous execution of Deployment, Employment and Sustainment operations for the

Joint Logistics Imperatives

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✓ Unity of Effort

- Process definition
- Roles and responsibilities
- Process transparency
- Common output metrics

✓ JLE Visibility

- Enterprise data architecture
- Authoritative source

✓ Rapid & Precise Response

- Velocity, Reliability, Visibility
- Efficiency
- Performar

Expand Art of the

JLE - Strategic Relationships

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REQUIREMENTS

DLA/SERVICES
Supply (Mat'l) Process Owner

USJFCOM
Deployment Process Owner

Perfect Order Fulfillment

Perfect Capability Fulfillment

SERVICES
Life Cycle Process Owner

Log Readiness At Best Value

USTRANSCOM
Distribution Process Owner

Time-Definite Delivery

RESOURCES

Progression of Joint Logistics

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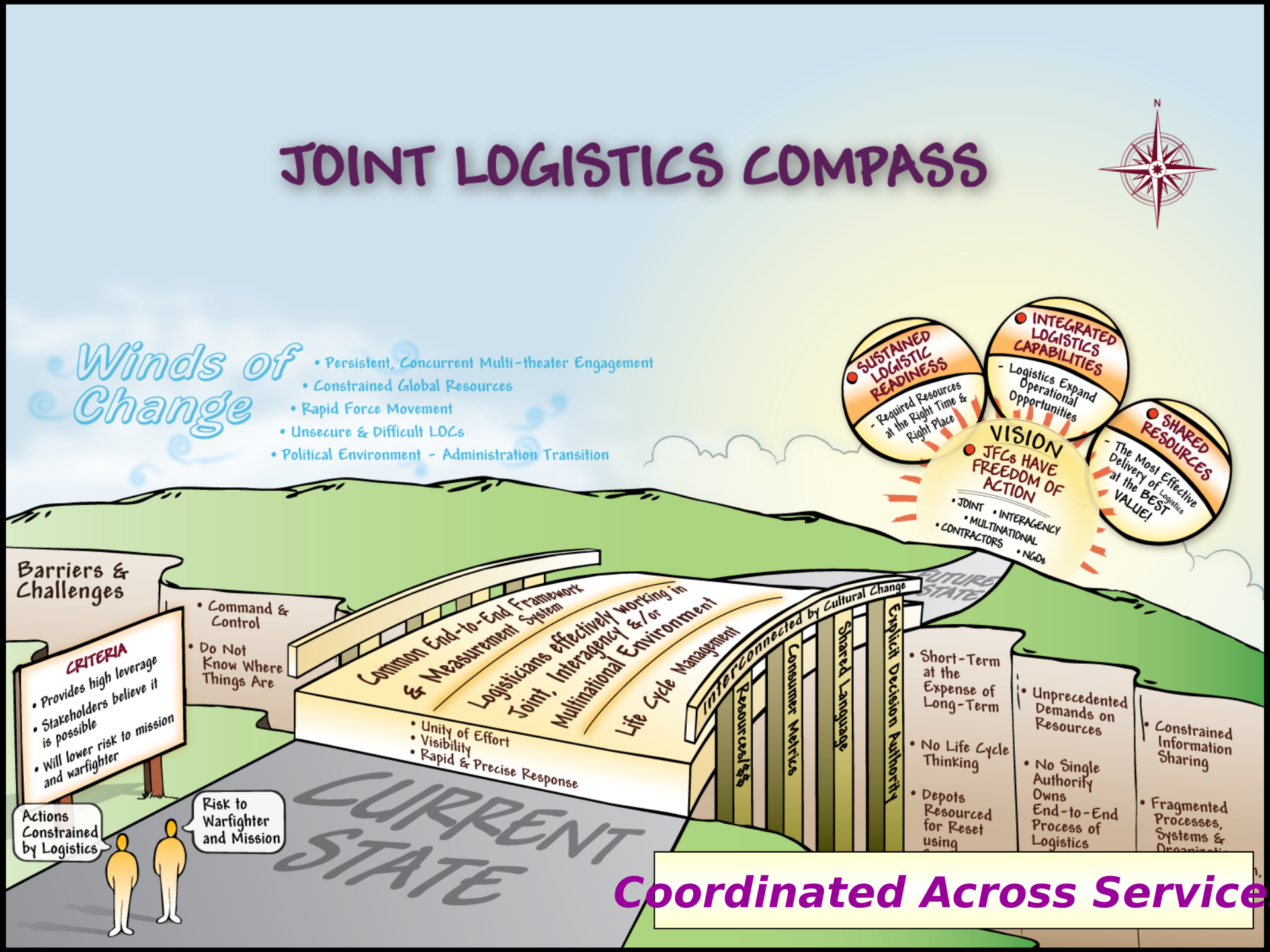
To Interdependency…

To Jointness…

To Coordination…

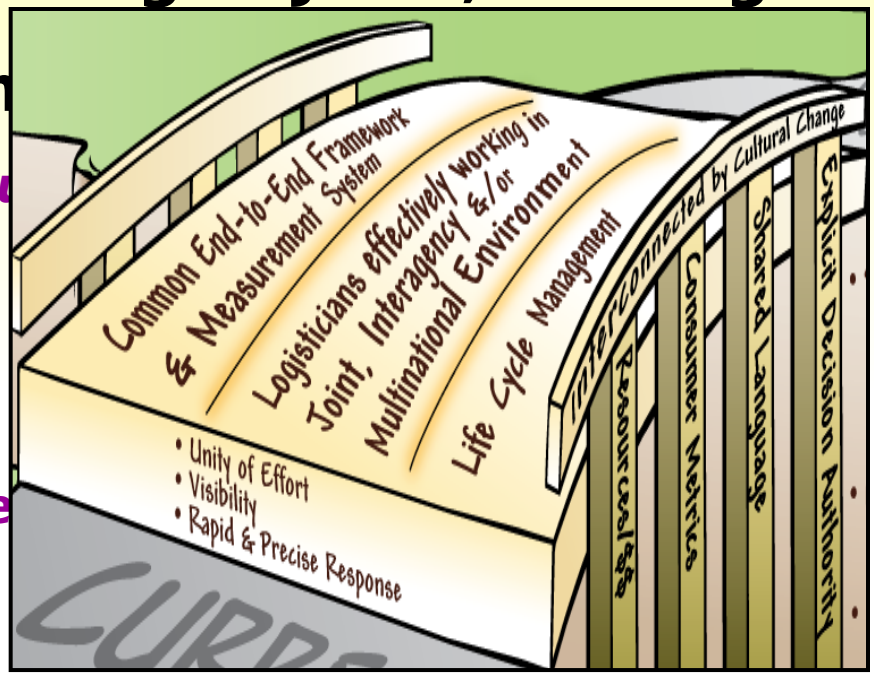
From Deconfliction…


JOINT LOGISTICS COMPASS
N
Winds of Change
• Persistent, Concurrent Multi-theater Engagement
• Constrained Global Resources
• Rapid Force Movement
• Unsecure & Difficult LOCs
• Political Environment - Administration Transition
SUSTAINED LOGISTIC READINESS
- Required Resources at the Right Time & Right Place
INTEGRATED LOGISTICS CAPABILITIES
- Logistics Expand Operational Opportunities
SHARED RESOURCES
- The Most Effective Delivery of Logistics at the BEST VALUE!
VISION
JFCs HAVE FREEDOM OF ACTION
• JOINT • INTERAGENCY
• MULTINATIONAL
• CONTRACTORS • NGOs
Barriers & Challenges
• Command & Control
• Do Not Know Where Things Are
CRITERIA
• Provides high leverage
• Stakeholders believe it is possible
• Will lower risk to mission and warfighter
Common End-to-End Framework & Measurement System
Logisticians effectively working in Joint, Interagency &/or Multinational Environment
Life Cycle Management
• Unity of Effort
• Visibility
• Rapid & Precise Response
Interconnected by Cultural Change
Resourceless
Consumer Metrics
Shared Language
Explicit Decision Authority
FUTURE STATE
• Short-Term at the Expense of Long-Term
• No Life Cycle Thinking
• Depots Resourced for Reset using
• Unprecedented Demands on Resources
• No Single Authority Owns End-to-End Process of Logistics
• Constrained Information Sharing
• Fragmented Processes, Systems &
Actions Constrained by Logistics
Risk to Warfighter and Mission
CURRENT STATE
Coordinated Across Service

Compass Initiatives

4

- **Common End-to-End Framework & Measurement System**
  - ✓ ***Develop/Implement joint logistics architecture***
- **Logisticians effectively working in Joint, Interagenc**
  &/or Multinational Environn
  - ✓ ***Update, validate & implement hu***
    capital strategy
- **Life Cycle Management**
  - ✓ ***Institutionalize key performance***
    parameters & key system
    attributes


Common End-to-End Framework & Measurement System
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Life Cycle Management
• Unity of Effort
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Interconnected by Cultural Change
Shared Language
Explicit Decision Authority

Joint Logisticians

Developing Leaders of Change

"To every man there comes in their lifetime a special moment when they are figuratively tapped on the shoulder and offered the chance to do a very special thing, unique to them and fitted to their talents. What a tragedy if that moment finds them unprepared or unqualified for that which could have been their finest hour."

Sir Winston Churchill

Our Future

4

Range of military operations

Humanitarian Assistance

Civil Support

Security, Stability, Transition, & Reconstruction

Terrorism, Counterinsurgency

Combat Operations

In the Joint Logistics Environment:

Globally Dispersed: *Distribution* based concept of support

LOCs: Tenuous, commercial, *lucrative target*

Complex: Politically, operationally, and *tactically*

Enemy: Digitally sophisticated; knows *log = staying power*

Resources: Big and expensive; *effective first, then efficient*

Multinational/Interagency Logistics

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- NATO Logistics Transformation
- Engagement with United Nations
- Equipment Transfer Authorities/Support Agreements
- Developing Interagency Logistics "Doctrine"

How do we better leverage our partnerships to build a foundation of mbined/MN/IA capabilities IOT minimize reliance on a single nation/ent

Developing Joint Logisticians

4

Skills

Knowledge

Attributes

- **Logistics expert . . .**
  - ✓ ***Grounded in the "core" of logistics***
- **OK with uncertainty . . .**
  - ✓ ***Understands that change is the only certainty***
- **Has a mature global perspective . . .**
  - ✓ ***Keen insight into E2E processes & the long view***
- **Can make decisions with minimal info . . .**
  - ✓ ***Distinguish between "must know" and "nice***

Lifetime Of Learning

- **Service & Joint Individual Training . . .**
  - ✓ ***Learning to do***
- **Joint Professional Logistics Education . . .**
  - ✓ ***Learning to think***
- **Joint Experience . . .**
  - ✓ ***Learning to be!***
- **Mentorship - Coaching**
  - ✓ ***Learning to develop!***

JCS J4 Inbox…

- **How to work with the UN, NATO and International Partners…**
  - ***Our future with coalition operations***
- **Integrate Readiness, Reset, and the Depots**
  - ***Role of the Services and the Joint Staff***
- **Operational Support Contracting**
  - ***JCS J4 and OSD are writing the ru***
- **Northern GLOC**
  - ***No single point of failure***
- **Iraq/Afghanistan Long-Term**
  - ***ISAF/NATO***

Discussion 4